

anxious particularly to present information concerning causes and present methods of treatment" (page ix).

"The causes of illegitimacy," he says (page 184), "are largely the causes of immorality . . . the problem of illegitimacy is therefore similar and yet not identical to that of immorality. . . . It is the belief of the writer that ignorance and low ideals are the chief causes of illegitimacy" (page 41).

Relative to treatment he insists that illegitimacy "cannot be adequately handled except by persons animated with lofty social ideals and trained to work out each individual problem" (page 90). This is just what he does not find. An overwhelming proportion of cases are handled either by commercial agencies whose traffic in infants and exploitation of mothers indicates something far removed from lofty ideals, or by public and private philanthropic agencies whose methods are antiquated, who lack social perspective, and to whom effective case-work is unknown.

The book is a calm setting forth of a depressing situation. The work shows an apt combination of scientific analysis and deep sympathy. There is an excellent bibliography.

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TOSDAL, HARRY R. *Problems in Sales Management*. Pp. 672. Price, \$5.00. Chicago: A. W. Shaw Company, 1921.

Modern business is becoming increasingly conscious of the necessity for a more scientific approach to the problems of distribution. Professor Tosdal's book, entitled *Problems in Sales Management*, consists in an almost exhaustive treatise of the selling history of various businesses throughout the United States. Such topics as the "Location of Sales Headquarters," "Location of Ware Houses," "Sales Departmentalization," "Scope of Research and Planning," "Qualifications of Salesmen," "Selection of Salesmen," "Market Analysis," "Districting Salesmen," "Sales Manual," "Paying Salesmen," etc., are suggestive of the comprehensive grasp of the interrelated problems confronting administrators in their search for principles to meet

the competitive and efficiency demands of modern sales management. Professor Tosdal's analysis of these factors is suggestive of "a method which employs the habit of making decision upon facts and evidence rather than upon guesswork."

Practical problems for student analysis have been selected with a view "to bring out the high spots in sales management and are all based upon the experiences of going concerns."

The arrangement of materials and the problems suggested aim to develop an appreciation of the significance of the functional place of principles in relation to increased efficiency in sales administration. This book in its concrete presentation of actual working situations should be invaluable to present-day sales administrators and executives who have the mental capacity to appreciate the value of utilizing the experiences of others.

Because of its abundance of verifiable material and accuracy of analysis this text should come to have a definite place in the study of modern selling problems. From a university point of view involving instruction, however, its material implies a background much more elemental and fundamental than the writer discloses. In other words, this text is more nearly adapted to graduate students who have had intensive courses in more sciences than psychology. Modern distribution implies physiology, biology, sociology and political science. Administrative sales management will never attain the dignity of professionalism until sales policy is based on the correlated flowering concepts involved in the humanities. The technique of the subjective aspects is more suggestive in this book than a reality. However, Professor Tosdal's mastery of the objective phases of sales management is complete. The future will have as its contribution to the field of distribution that master mind, capable of selling administration, whose outlook is capable of unifying the subjective individual growth concepts with those of objectivity. The correlation of these two processes, the subjective and objective, gives freedom so to create in terms of principles that business organization may function for the common good of consumer, distributor and manufacturer.

Texts similar to *Sales Management* are pioneer books pointing the way to better selling methods. Our educational problem is to get these books related to the student relative to his ability to grasp and scientifically apply the principles suggested.

When the field of distribution shall have succeeded in getting its principles of action analyzed in relation to the science of economics and the art of business, Professor Tosdal's book will be found to have been fundamental in making us realize the facts out of which principles and theories of modern sales management must necessarily evolve.

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POWELL, FRED WILBUR. *The Railroads of Mexico*. Pp. vii, 226. Boston: The Stratford Company, 1921.

The United States as a world power must perforce be interested in other nations. A keen interest in our neighbor to the south, however, long antedated our active participation in international affairs. American capital invested in the country south of the Rio Grande has served to direct attention to the Mexican government and its resources, especially during the last ten years, when changing governments have jeopardized both their national and foreign investments.

So much has been written on the Mexico of the last decade that it is difficult to find a phase of the subject not touched upon. Such a phase, however, Mr. Powell finds in railroads and their condition in the period following the presidency of Porfirio Diaz. The discussion is divided into three parts. The first shows the policies of Diaz by which he encouraged the building of railroads with foreign capital. At the close of his régime nearly a billion dollars of American capital had been invested in Mexico, about two-thirds of which was connected with railroads. American capitalists owned more than four-fifths of the entire investment in the 16,000 miles of Mexican lines. Part I shows, also, the conditions under which the lines were built, the difficulty of operation during the period 1910-1920, the service maintained and the claims of American investors for damages incurred during

this decade. The accounts consist of quotations from the annual reports of railroads, from presidential messages, legal documents and press reports.

Considering Mr. Powell's knowledge of railroads in general, and his first-hand acquaintance with those of Mexico, he could himself have given a better digested, and consequently more valuable, contribution than the one on pages 25-67, made up, as it is, largely of page after page of quoted statements. The concluding chapter of this part is a more constructive piece of work, pointing out the dependence of Mexican railways upon foreign capital and the necessity for political stability before the transportation problem can be solved. Part I is the most valuable section of the book, since it shows the present state of the lines after years of disturbing conditions.

The second part of the work is a history of the beginning of Mexican transportation and a detailed account in some ten chapters of the development of as many separate systems in the country. It forms a background for the more interesting revolutionary period of the last ten years, described in the earlier pages. These ten short chapters (averaging less than three pages each) show the character of railroad concessions in Mexico, the early participation of American interests, and the more recent tendency to free themselves from foreign control.

Mexican railroads have been closely connected with political affairs from the early days of Diaz to the Obregon government. Subsidies have been granted to practically every line in the country and government control of all lines has been the ultimate aim. The results, both political and economic, of this national policy the author presents in Part III. Railroads were built to afford transportation either to a port or to the American border, but they have not developed the country as was expected. High freight rates, excessive cost of construction and the general apathy of the people have kept Mexican lines from becoming great arteries of trade.

An excellent bibliography of twenty-four pages, covering books, periodicals and legal documents, is appended to the study.

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